

## SECTION C - STATEMENT OF WORK, dated 1 February 2019

**1. Scope**

Independently and not as an agent of the Government, the Contractor shall furnish all the necessary services, qualified personnel, material, equipment, and facilities, not otherwise provided by the Government as needed to perform the Statement of Work below:

**2 Requirements**

**2.1** The contractor shall provide program management, project control, and contract administration necessary to manage the contract process so that cost, schedule and quality requirements are tracked, communicated to the COR. The COR is located in the Strategic Sourcing and Data Analysis Branch.

**2.2** The contractor shall comply with all applicable federal standards, laws, codes, regulations policies, and statutes applicable to performance of this contract.

**2.3** The contractor shall possess the following knowledge and experience:

- a. Familiarity with supply and property inventory policies.
- b. Understanding of supply management.
- c. Knowledge of property cataloging processes and data.
- d. Knowledge of financial accounting policies and financial tracking systems.
- e. Knowledge of SharePoint, SharePoint Designer, Visio, SPSS, and SAS.
- f. Experience in the design, development, and deployment of Dashboards and related tools.
- g. Experience with succession program management.
- h. Experience with workforce planning and development.
- i. Experience with instructional design, training management, and facilitation.
- j. Experience with business process improvement methodologies.
- k. Experience with organizational diagnosis and intervention techniques.

**2.4** The contractor shall provide a Program Manager, who:

1. The Program Manager will be responsible for the overall performance objectives, contract deliverables, quality control (QC), and the placement of qualified personnel on this contract. The Program Manager will serve as the Contractor's authorized point of contact with NIH and shall ensure contract compliance and satisfactory performance.

2. This person requires a college degree and at least five (5) years of relevant experience or a high school diploma and ten (10) years of relevant experience. Relevant experience required for this position involves program management performing tasks such as staffing, budgeting, scheduling, and client interaction. Experience in a scientific research

or clinical environment or a Federal agency is preferred.

- 2.5** The contractor's Program Manager, or an appropriate designee, shall meet monthly with the COR to discuss task areas and any problems; and, to determine future tasks to be undertaken, meetings to be attended, and persons to be contacted on a weekly basis. The contractor shall record and forward to the COR any risks identified in the meeting, issues discussed in the meeting, the decisions rendered and the action items for each meeting member to address, within 5 working days after each meeting. This will include any risk handling activities and mitigation strategies.
- 2.6** Attend relevant planning meetings, teleconferences, conferences, and forums as directed by the COR.
- 2.7** Prepare agendas, minutes, briefings, speeches, papers, letters, manuals, job aids, or other documents at the request of the COR.
- 2.8** Design, develop, and deploy dashboards and related tools.
- 2.9** The contractor shall develop and maintain components of task project schedules for tracking the task/ sub-tasks specifically identified by the COR. The contractor shall enter their portion of the task or sub-task project schedule into a database specified by the COR within 10 days of the start of a new task or sub-task. The contractor shall update the project schedule monthly with percentage of work completed, schedule date changes, or other schedule changes as requested by the COR.
- 2.10** The contractor shall prepare monthly status reports. Each status report shall provide the status of each task area that was worked on, or was scheduled to be worked on, during the reporting period. Each status report shall also document any problems encountered and how they were, or will be, resolved. Each report shall also document the contractor's plans for the next reporting period, including expected accomplishments, anticipated problems and projected solutions. The contractor shall deliver status reports by the tenth "working day of each month following the first full month of task order performance.
- 2.11** The contractor will submit a written report on an annual basis detailing the work that has been accomplished.
- 2.12** – Removed -

### **3 Tasks Areas**

#### **3.1 Task Area 1: Financial Analysis, Business Solutions, and Acquisition Lifecycle Support**

The contractor shall use existing NIH Financial systems and data, to conduct in depth financial analyses and make recommendations on financial improvements. The contractor shall provide a full range of acquisition support services at the request of the COR.

A non-exhaustive list of examples of the type of work to be performed under this task area is:

- a. Provide financial and inventory management analytics.
- b. Provide support for logistics management activities, including: revenue forecasting, supply/demand analysis, and breakeven analysis.
- c. Work in collaboration with the COR to develop inventory, transportation, property, and other metrics.

- d. Provide support for traffic management, and data warehousing.
- e. Work in collaboration with the COR to track actual and budgeted costs.
- f. Work in collaboration with the COR to perform cost allocations.
- g. Work in collaboration with the COR to track supply chain activity costs.
- h. Work in collaboration with the COR to identify resource burdens, and determine specific areas for improvement.
- i. Provide cradle to grave acquisition assistance for the full acquisition lifecycle, including pre-solicitation, contract administration and contract closeout support.

### **3.2 Task Area 2: Business Process Improvement and Organizational Assessment**

The Contractor shall work in collaboration with the COR to apply business process improvement methodologies, including Lean Six Sigma (LSS), in order to identify opportunities for process improvement initiatives and organizational and cultural change processes.

A non-exhaustive list of examples of the type of work to be performed under this task area is:

- a. Work in collaboration with NIH staff to develop the Strategic Plan.
- b. Work with the COR to identify, select, and align business process improvement projects to strategic objectives.
- c. Train NIH personnel in LSS, including Project Sponsor, Executive Awareness, Black Belt, Green Belt, and White Belt modules.
- d. Serve on a LSS certification board.
- e. Coach and mentor Black Belt, and Green Belt candidates through certification.
- f. Lead selected complex business process improvement efforts, including LSS projects, at the request of the COR.
- g. Conduct post LSS training evaluation and reinforcement projects.
- h. Lead LSS user groups, electronic forums, and brown bag sessions at the request of the COR.
- i. Conduct periodic LSS refresher training at the request of the COR.

### **3.3 Task Area 3: Communication and Training**

The Contractor shall provide expert communications, outreach, and training support. Any applicable communication, outreach, and training materials will be provided to the Government in both paper and soft copy. A non-exhaustive list of examples of the type of work to be performed under this task area is:

- a. Work in collaboration with the COR to develop and implement an outreach strategy and plan.
- b. Plan and conduct branding initiatives at the request of the COR.

- c. Work in collaboration with the COR to develop target messages and strategies.
- d. Plan and facilitate work sessions at the request of the COR.
- e. Work in collaboration with the COR to develop training plans and supporting business cases.
- f. Conduct staff training needs assessments and competency identification projects; design, develop, and conduct training; design and develop course materials.
- g. Work in collaboration with the COR in the selection of delivery methods (classroom, workplace, and e- learning).
- h. Work in collaboration with the COR to identify low-cost or no-cost training opportunities; plan, develop, and conduct professional development brown bag sessions.
- i. Work in collaboration with the COR to develop training designs, communication plans, implementation plans, and training calendars; conduct training reviews and evaluations.
- j. Work in collaboration with the COR to develop strategy, including prioritized needs based on mission; timeframe/milestones; assessment of the gap between available free training and need.
- k. Work in collaboration with the COR to conduct in depth cost analyses.
- l. Work in collaboration with the COR to develop strategy-based metrics.

### **3.4 Task Area 4: Program Planning and Management Services**

The Contractor shall provide program planning and management support at the request of the COR. The Contractor shall also provide performance management, and analytics and studies support. A non-exhaustive list of examples of the type of work to be performed under this task area is:

- a. Provide program planning, development and evaluation services.
- b. Provide workforce planning, resource management, and risk management support.
- c. Work in collaboration with the COR to develop, manage and evaluate the NIH Succession Management Program.
- d. Provide conference and meeting services.
- e. Provide project management support services.
- f. Provide tracking and monitoring support.
- g. Perform coordination activities.
- h. Provide survey services.

**3.5 Task Area 5: Policy Development, Implementation, and Administration**

The contractor shall provide written policy development support at the request of the COR. A non-exhaustive list of examples of the type of work to be performed under this task area is:

- a. Work in collaboration with the COR to identify policy needs, issues, and problems.
- b. Recommend policy actions and assist in policy implementation, administration, and oversight. Policy oversight shall include an evaluative component to ensure that policies accomplish established goals. Policies shall be stated with room for adjustment to fit special circumstances.
- c. Examine existing policies in order to make recommendations for revisions and improvements.
- d. Perform additional policy development tasks at the request of the COR.

**3.6 Task Area 6: System Integration Work**

The Contractor shall coordinate with all elements of NIH in order to ensure successful system integration of any new enhancements. The Contractor shall also provide personnel proficient in Oracle to identify system gaps, make recommendations and coordinate fixes as needed.

The contractor shall help the NIH implement administrative improvements and workflow automation establishing an agile IT platform that is scalable to meet the needs of large organizations, highly-distributed business operations, and diverse user communities. The team will take an enterprise approach including clearly understanding the broad business drivers and strategic vision of the organization as part of defining technical requirements and assessing appropriate tools and technologies to support workflow automation and organizational change. From this vantage point, they will assist the NIH in deploying the most appropriate technology solution(s) that: 1) establishes a digitized process development platform that supports workflow design and enhancements; 2) provides business intelligence and performance metrics for effective decision-making; and 3) integrates with existing (and future) IT investments across the enterprise.

**NOTE: ALL SERVICES IN THIS TASK AREA ARE TO BE USED ONLY IN DIRECT SUPPORT OF THE OTHER TASK AREAS.**

**3.7 Task Area 7: Center of Excellence (CoE) Support**

The COEs will provide agencies/Operating Divisions with consulting and engineering services to radically improve the way in which agencies design services and interact with the customers they serve, with a constant focus on meaningfully improving outcomes.

The COEs will work with customer agencies directly to identify their needs, recommend a solution, identify the best contract vehicle to procure support, and oversee implementation of the solution.

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Below are the Scope Descriptions for each of the CoEs:

**a) Cloud Adoption Center of Excellence**

**Objective:** Historically, agencies have experienced security, acquisition and complexity as barriers to adopting commercial cloud services. However, with the increased availability of FedRAMP certified providers, and acquisition vehicles for cloud services and skills, the CoE will seek to reduce subsequent barriers to agency cloud adoption. The Cloud Adoption Center of Excellence (Cloud CoE) will assist the analysis of current systems and applications to provide recommendations for planning migration to the cloud, including balancing tactical “lift and shift” imperatives with more strategic “fix and shift” possibilities. By using an agile and flexible framework the CoE accelerate adoption across the executive branch enterprise.

**Possible activities:**

- Portfolio/Architecture Analysis
- Application/System Analysis
- Cloud Migration Planning
- Security Assessments and Innovations

**b) IT Infrastructure Optimization Center of Excellence**

**Objective:** The IT Infrastructure Optimization Center of Excellence will assist the strategic planning activities of federal agencies. This CoE will assist agencies develop a unified and optimized IT infrastructure, leveraging federally owned data centers, cloud computing services, and commercial data centers (e.g. co-location). The objective is to ensure the targeted agency has an integrated cloud computing and data center consolidation and optimization strategy. CoE IT Infrastructure subject matter experts will bolster the targeted agency modernization planning processes, assist with initial gap analysis, application rationalization, data center inventory, consolidation planning support, and/or migration planning.

**Possible activities:**

- Agency architecture assessments and end-state planning
- Network Consolidation
- Application inventory and rationalization
- Data Center Planning (e.g. assess end-state power, cooling, space, connectivity readiness)
- Organizational change management specific to data center closure
- Assessment of cloud capabilities and functions intersecting IT infrastructure
- Developing frameworks to target end state of systems environment
- Data quality assessments
- Master Data Management Strategy
- Data migrations
- Data conversions
- Identity Access Assessments
- IT Security Reviews (both cyber and IT facility security)
- Test systems and processes
- Decommission of legacy systems

**c) Customer Experience Center of Excellence**

**Objective:** The customer experience transformation is to create experiences that meet or exceed

customer expectations. To be successful, assistance will be provided to support and help agencies design outstanding experiences and the ecosystem to deliver them, demonstrate the business value of customer experience as a discipline, and lead its adoption across the organization.

**Possible activities:**

- Facilitating multi stakeholder meetings to define meaningful outcomes, metrics that matter to decision makers and the public
- Deliver a customer experience transformation approach
- Deliver an approach to tackling high impact/high value projects
- Help create foundations to drive cultural and operational change
- Build a customer experience culture
- Service Design-the cross-channel experience
- Designing the ideal journey
- Performance and measuring the customer experience
- Evaluate and map cross functional customer journeys
- Change management and organizational alignment
- Identify CX initiatives that produce results
- Help design model to sustain CX transformation over the long-term

**d) Contact Center - Center of Excellence**

**Objective:** Contact Center CoE subject matter experts will assist agencies with defining their customer experience journey and overall vision. Existing contact center systems, processes, operations, data and technologies will be examined, and recommendations made on future optimization and modernization plans.

**Possible activities:**

- Contact Center Optimization
- Utilization of Robotic Process Automation (RPA) and Intelligent Systems
- Knowledge Management
- Quality Assurance
- Workforce Management
- Telephony
- Infrastructure
- Innovative technologies and solutions
- Continuous process improvement
- Omni-channel service design
- Workforce management
- Culture and agent empowerment
- Central ownership of issues, resolution & opportunities to improve
- Performance Management
- Best practices and playbooks



**e) Service Delivery Analytics Center of Excellence**

**Objective:** Modernization and transformation efforts are focused on meaningful impact, with ability to measure the resulting improvement of outcomes for citizens. This will instrument service delivery processes to institute and manage continuous improvement.

**Possible activities:**

- Facilitating multi stakeholder meetings to define meaningful outcomes, metrics that matter to decision makers and the public
- Process Flow Charting (service design blueprinting)
- Data Analysis
- Interactive Dashboards
- Continuous Process Improvement for Services Provided
- Integration and configuration of measurement instruments (within CRMs, contact centers, websites, paper processing, etc.)

**ARTICLE C.2. TASK ORDER REPORTING REQUIREMENTS**

All reports required herein shall be submitted in electronic format. In addition, one hardcopy of each report shall be submitted to the Task Order Contracting Officer (TO CO).

All electronic reports submitted shall be compliant with Section 508 of the Rehabilitation Act of 1973. Additional information about testing documents for Section 508 compliance, including guidance and specific checklists, by application, can be found at: <http://www.hhs.gov/web/508/index.html> under "Making Files Accessible."

All paper/hardcopy documents/reports submitted under this contract shall be printed or copied, double-sided, on at least 30 percent post-consumer fiber paper, whenever practicable, in accordance with FAR 4.302(b).

**TECHNICAL REPORTS****1. Monthly Progress Report**

This report shall include a description of the activities during the reporting period, and the activities planned for the ensuing reporting period. The first reporting period consists of the first full month of performance plus any fractional part of the initial month. Thereafter, the reporting period shall consist of each calendar month.

The first report shall be due on/before the 5th calendar day after the first full month of the contract. Thereafter, reports shall be due on or before the tbd Calendar day following each reporting period.

**2. Weekly Progress Reports**

This report shall include a description of the activities during the reporting period, and the activities planned for the ensuing reporting period. The first reporting period consists of the first full week of performance plus any fractional part of the initial week. Thereafter, the reporting period shall consist of each calendar week.

The first report shall be due on/before the 5th calendar day after the first full week of the

contract. Thereafter, reports shall be due on or before the 5 day following each reporting period.

### **3. Quarterly Progress Report**

- a. This report shall include a [summation of the monthly progress reports/a description of the activities during the reporting period] and the activities planned for the ensuing reporting period. The first reporting period consists of the first full three months of performance including any fractional part of the initial month. Thereafter, the reporting period shall consist of three full calendar months.
- b. A monthly report will not be submitted for the final month of the quarter.
- c. The first report shall be due TBD per Task Order. Thereafter, reports shall be due on or before the TBD Calendar day following each reporting period.

### **4. Semi-Annual Progress Report**

- a. This report shall include a [summation of previously submitted monthly and/or quarterly reports/a description of the activities during the reporting period] and the activities planned for the ensuing reporting period. The initial report will be submitted for the first full six months of the contract performance including any fractional part of the initial month. Thereafter, the reporting period shall consist of six full calendar months.
- b. Monthly and/or quarterly reports will not be submitted the month the semi-annual report is due.
- c. The first report shall be due TBD per Task Order. Thereafter, reports shall be due on or before the TBD Calendar day following each reporting period.

### **5. Annual Progress Report**

This report shall include a summation of the results of the entire contract work for the period covered. An annual report will not be required for the period when the Final Report is due. A Monthly Report shall not be submitted when an Annual Report is due.

The first report shall cover the period TBD per Task Order through TBD per Task Order of this contract and shall be due [on TBD per Task Order/within 30 days after the Anniversary Date of the Contract.] Thereafter, reports shall be due on or before the TBD Calendar day following the reporting period.

The Contractor shall provide the Contracting Officer with TBD copies of the Annual Progress Report in draft form [in accordance with the DELIVERIES Article in SECTION F of this Contract/ TBD Calendar days prior to the delivery date for the Final Version of the Annual Report.] The Contracting Officer's Representative (COR) will review the draft report and provide the Contracting Officer with comments within TBD Calendar days after receipt. The Annual Progress Report shall be corrected by the Contractor, if necessary and the final version delivered as specified in the above paragraph.

### **6. Final Report**

This report shall consist of the work performed and results obtained for the entire contract period of performance as stated in SECTION F of this contract. This report shall be in sufficient detail to describe comprehensively the results achieved. The Final Report shall be submitted on or before the last day of the contract performance period. A/An Annual report shall not

be required for the period when the Final Report is due.

**a. Other Reports/Deliverables**

**1. Source Code and Object Code**

Unless otherwise specified herein, the Contractor shall deliver to the Government, upon the expiration date of the contract, all source code and object code developed, modified, and/or enhanced under this contract.

**2. Information Security and Physical Access Reporting Requirements**

The Contractor shall submit the following reports as required by the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract. Note: Each report listed below includes a reference to the appropriate subparagraph of this article.

**a. Roster of Employees Requiring Suitability Investigations**

The Contractor shall submit a roster, by name, position, e-mail address, phone number and responsibility, of all staff (including subcontractor staff) working under the contract who will develop, have the ability to access, or host and/or maintain a Federal information system(s). The roster shall be submitted to the Contracting Officer's Representative (COR), with a copy to the Contracting Officer, within 14 calendar days of the effective date of the contract. (Reference subparagraph A.e. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**b. IT Security Plan (IT-SP)**

In accordance with HHSAR Clause 352.239-72, Security Requirements For Federal Information Technology Resources, the contractor shall submit the IT-SP within thirty (30) days after contract award. The IT-SP shall be consistent with, and further detail the approach to, IT security contained in the Contractor's bid or proposal that resulted in the award of this contract. The IT-SP shall describe the processes and procedures that the Contractor will follow to ensure appropriate security of IT resources that are developed, processed, or used under this contract. If the IT-SP only applies to a portion of the contract, the Contractor shall specify those parts of the contract to which the IT-SP applies.

The Contractor shall review and update the IT-SP in accordance with NIST SP 800-53A, Guide for Assessing the Security Controls in Federal Information Systems and Organizations, on an annual basis.

(Reference subparagraph D.c.1. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**c. IT Risk Assessment (IT-RA)**

In accordance with HHSAR Clause 352.239-72, Security Requirements for Federal Information Technology Resources, the contractor shall submit the IT-RA within thirty (30) days after contract award. The IT-RA shall be consistent, in form and content, with NIST SP 800-30, Risk Management

Guide for Information Technology Systems, and any additions or augmentations described in the HHS-OCIO Information Systems Security and Privacy Policy.

The Contractor shall update the IT-RA on an annual basis.

(Reference subparagraph D.c.2. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**d. FIPS 199 Assessment**

In accordance with HHSAR Clause 352.239-72, Security Requirements For Federal Information Technology Resources, the Contractor shall submit a FIPS 199 Assessment within thirty (30) days after contract award. The FIPS 199 Assessment shall be consistent with the cited NIST standard.

(Reference subparagraph D.c.3. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**e. IT Security Certification and Accreditation (IT-SC&A)**

In accordance with HHSAR Clause 352.239-72, Security Requirements For Federal Information Technology Resources, the Contractor shall submit written proof to the Contracting Officer that an IT-SC&A was performed within three (3) months after contract award.

The Contractor shall perform an annual security control assessment and provide to the Contracting Officer verification that the IT-SC&A remains valid.

(Reference subparagraph D.c.4. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**f. Reporting of New and Departing Employees**

The Contractor shall notify the Contracting Officer's Representative (COR) and Contracting Officer within five working days of staffing changes for positions that require suitability determinations as follows:

- a. New Employees who have or will have access to HHS Information systems or data: Provide the name, position title, e-mail address, and phone number of the new employee. Provide the name, position title and suitability level held by the former incumbent. If the employee is filling a new position, provide a description of the position and the Government will determine the appropriate security level.
- b. Departing Employees: 1) Provide the name, position title, and security clearance level held by or pending for the individual; and 2) Perform and document the actions identified in the "Employee Separation Checklist", attached in Section J, ATTACHMENTS of this contract, when a Contractor/Subcontractor employee terminates work under this contract. All documentation shall be made available to the COR and/or Contracting Officer upon request.

(Reference subparagraph E.2.a-c. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

- g. Contractor - Employee Non-Disclosure Agreement(s)** The contractor shall complete and submit a signed and witnessed "Commitment to Protect Non-Public Information - Contractor Agreement" form for each contractor and subcontractor employee who may have access to non-public Department information under this contract. This form is located at: <https://ocio.nih.gov/aboutus/publicinfosecurity/acquisition/Documents/Nondisclosure.pdf>.

(Reference subparagraph E.3.d. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

- h. Vulnerability Scanning Reports**

The Contractor shall report the results of the required monthly special vulnerability scans no later than 10 days following the end of each reporting period. If required monthly, this report may be included as part of the Technical Progress Report. Otherwise, this report shall be submitted under separate cover on a monthly basis.

(Reference subparagraph E.5. of the INFORMATION AND PHYSICAL ACCESS SECURITY Article in SECTION H of this contract.)

**3. Section 508 Annual Report**

The contractor shall submit an annual Section 508 report in accordance with the schedule set forth in the ELECTRONIC AND INFORMATION TECHNOLOGY ACCESSIBILITY Article in SECTION H of this contract. The Section 508 Report Template and Instructions for completing the report are available at: <http://www.hhs.gov/web/508/contracting/technology/vendors.html> under "Vendor Information and Documents."

## **Appendix A – Task Order Labor Category Descriptions and Requirements**

### **1. PROJECT MANAGER**

**Functional Responsibility:** Manages multiple projects and project managers. Serves as the overall lead or director on complex projects and multiple agency contracts and serves as the principal liaison between the contractor and multiple government agencies. The Project Manager is responsible for ensuring that all tasking associated with a Government-funded program or project is completed effectively and efficiently, on time. Manages associated technical project issues. Assures quality control programs are in place and consistent on all programs assigned.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 5 years of relevant experience\*

### **2. ASSISTANT PROJECT MANAGER**

**Functional Responsibility:** Serves as a lead on complex projects and multiple agency contracts and serves as the principal liaison between the contractor and multiple government agencies. The Project Manager is responsible for ensuring that all tasking associated with a Government-funded program or project is completed effectively and efficiently, on time. Coordinates manpower and resources for multiple projects. Manages associated technical project issues. Assures quality control programs are in place and consistent on all programs assigned.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

### **3. ADMINISTRATIVE ASSISTANT**

**Functional Responsibility:** In direct support of professional positions, conducts a variety of clerical and administrative activities. Maintains office files, provides word processing, spread sheets and graphics as desired; other duties as assigned.

**Education:** High school degree

**Experience:** No less than 1 to 2 years of relevant experience\*

### **4. WEB PROJECT MANAGER**

**Functional Responsibility:** Responsible for web strategy and operations. Develops business plan and annual budget for website function. Accountable for budget, staff planning, management, and products and service delivery. Oversees operational activities of the website(s) with specific attention aimed at content creation and website maintenance.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 3 years of relevant experience\*

### **5. WEB DESIGNER**

**Functional Responsibility:** Under general supervision, designs and develops user interface features, site animation, and special-effects elements. Contributes to the design group's efforts to enhance the look and feel of the organization's online offerings. Designs the website to support the organization's strategies and goals relative to external communications. . Develops applications based on current, new and future net-based applications. Requires significant graphics and design experience as well as HTML knowledge.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

## **6. WEB SOFTWARE DEVELOPER**

**Functional Responsibility:** Experienced in the design and development, testing, deployment, and maintenance of web or web applications constructed in a business application or survey application mode. Experienced in developing 508 - compliant web applications for relational database and/or data retrieval systems.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

## **7. WEB CONTENT ADMINISTRATOR**

**Functional Responsibility:** Responsible for developing and providing content that will motivate and entertain users so that they regularly access the website and utilize it as a major source for information and decision-making. Responsible for managing/performing website editorial activities including gathering and researching information that enhances the value of the site. Locates, negotiates, and pursues content. Seeks out customers to gather feedback for website improvement and enhancements. Requires experience in production management, web page design, HTML, and web graphics types and standards.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

## **8. BUDGET ANALYST**

**Functional Responsibility:** Work with program and project managers to develop the organization's budget. Review budget proposals for completeness, accuracy, and compliance with laws and other regulations. Explain their recommendations for funding requests to other organization, legislators, and the public. Analyze proposed plans and find alternatives if the projected results are unsatisfactory. Monitor organizational spending to ensure that it is within budget. Inform program managers of the status and availability of funds. Estimate future financial needs.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

## **9. ACCOUNTING ANALYST**

**Functional Responsibility:** Evaluates public company financial statements. Public companies issue (10-k) annual financial statements as required by the Security and Exchange Commission. The statements include the balance sheet, the income statement, the statement of cash flows and the notes to the financial statements. Specifically, the notes to the financial statements contain considerable quantitative detail supporting the financial statements along with narrative information.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

In addition, the analyst will most likely hold the Chartered Certified Accountant (ACCA) or Certified Public Accountant (CPA) or Chartered Account (CA or ACA) description

**Experience:** Has extensive training in understanding financial accounting principles for public companies based on generally accepted accounting principles as provided by the Financial Accounting Standards Board. Or, he/she may have additional experience in applying international accounting standards based on the rules put out by the International Accounting Standards Board

## **10. FINANCIAL MANAGER**

**Functional Responsibility:** Responsible for the financial health of an organization. They produce financial reports, direct investment activities. And develop strategies and plans for the long term financial goals of their organization. Prepare financial statements, business activity reports, and forecasts. Monitor financial details to ensure the legal requirements are met. Supervise employees who do financial reporting and budgeting. Review company financial reports and seek ways to reduce costs. Help management make financial decisions.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 3 years of relevant experience\*

## **11. PROCUREMENT SPECIALIST**

**Functional Responsibility:** Ensures that the items and services to build and maintain advanced technology products are purchased from specified suppliers and are delivered according to agreed terms and conditions. An important aspect of this role is seeking maximum value for the company through time and cost agreements while working with technology advanced products. Reviews planned orders, creates requisitions for purchased items, and manage approval process. Tracks order acknowledgement, prepares and communicates shortage and backlog reports, and provides visibility of potential interruptions to internal customers. Reviews, updates, and maintains purchase orders until they are closed.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

## **12. SUBJECT MATTER EXPERT**



**Functional Responsibility:** Experience in utilizing new methodologies for solving problems and ensuring that systems are in compliance with organizational requirements. Analyzes user needs to determine functional requirements, performs functional allocation to identify required tasks and their interrelationships. Develops recommendations for the organizational process changes to include new technology, identifies resources required for each task.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 5 years of relevant experience\*

### **13. LOGISTICAL/TECHNICAL SUPPORT SPECIALIST**

**Functional Responsibility:** Performs logistics tasks associated with logistics engineering, scientific or general data processing functions within Governmental and/or civil development. Acquisition, sustainment and/or operational environments, interfaces with individual users to resolve operational and/or business processes, and/or routine technical, problems. Coordinates tasks with other employees, trains and assists less-experienced personnel. Participates as individual contributor and as member of multiple cross functional integrated product teams and/or functional area teams.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

### **14. FUNCTIONAL SPECIALIST**

**Functional Responsibility:** A functional specialist is an expert in a specific discipline, such as human resources, finance, marketing, information technology or continuous improvement. A specialist can either manage a department or take a key role in one area of the department. For example, a marketing specialist might oversee the research, distribution, sales, advertising, promotions, social media or public relations of a small business. At a large company, she might specialize by handling one of those duties. A specialist might not be able to handle all of the tasks in her area, but knows enough about them to manage others. For example, an advertising specialist will be familiar with media buying, layout and design, pay-per-click strategies and copywriting. While she might not have advanced layout and design skills, she understands the basics of graphic design and can direct a graphic artist. Respond to queries from students on the particular subject.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

### **15. SUBJECT MATTER EXPERT INSTRUCTOR**

**Functional Responsibility:** Experienced practitioners that can develop and/or teach in a stimulating and participative learning environment for students. Work with other team members, such as Programmers, Graphic Designers, Writers, and Instructional Designers in order to produce effective learning modules in context with the implementation of self-learning methodologies. Develop model exam questions, including solutions and explanations. Create interactive exercises and activities to support learning outcomes.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** Not less than 5 years of relevant experience\*

#### **16. BUSINESS PROCESS REENGINEERING SPECIALIST**

**Functional Responsibility:** Applies business process improvement practices to reengineer methodologies, principles, and business process modernization projects.

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

#### **17. SOFTWARE ARCHITECT**

**Functional Responsibility:** Designs and develops new software products or major enhancements to existing software. Addresses problems of system integration compatibility, and multiple platforms. Responsible for project completion. Performs feasibility analysis on potential future projects to management

**Education:** MA/MS desired; a minimum of a Bachelor's Degree in relevant area.

**Experience:** No less than 1 to 2 years of relevant experience\*

**\*NOTE: SUBSTITUTION OF EDUCATION FOR SPECIALIZED EXPERIENCE**

- Two full academic years of progressively higher-level graduate education, masters, graduate, or professional degree may be substituted for one year of relevant experience.
- Four additional years of relevant experience may be substituted for a Bachelor's Degree.